



JPC's Competitive Edge Roundtable #2

Harnessing value creation to win in complex sales

Key findings, insights and conclusions

June 2025



Introduction

In today's world of expanding buying groups and tighter procurement scrutiny, the battleground for complex B2B deals lies in one decisive exchange: **the value conversation**. Landing value convincingly and early can be the difference between a win or a loss.

On 11 June 2025, JPC hosted our second **Competitive Edge Roundtable** – a curated breakfast event in Central London that brought together senior sales, marketing and commercial leaders to explore one critical challenge: **How do we shift left in the sales cycle to create, communicate and quantify value before it's too late?**

Building on the success of our March roundtable on **Data, Demand and AI in ABM**, this session moved from strategy to execution – examining how early engagement, aligned value narratives, and credible quantification can turn high-potential opportunities into decisive wins.

The conversation featured expert contributions from:

- [Stuart Melhuish](#), Data and Technology Strategist
- [Rob Daniel](#), Major Deal Architect and Consultant
- [Sarah Herriman](#), Enterprise CFO and Commercial Advisor

Engaging too late costs you the win. Suppliers who only engage at the RFP stage win just 20% of the time. Those who engage earlier see win rates rise to 80%.

The BDCMM Benchmarking Study

Together, we explored how organisations can:

- Engage earlier to disrupt sales cycles and – where possible – influence the RFP before it's written
- Quantify impact in formats the board will trust
- Align cross-functional teams around one compelling story.

As with all our events, this wasn't just a conversation – it was a **catalyst for aligning teams around best practice**. What follows is your essential guide to the core ideas and proven approaches shared. Whether you're leading a bid team, shaping ABM, or holding responsibility for commercial performance, this report is designed to help you **sell smarter, faster and more strategically**.



KEY THEME

1. Shifting Left – **Engaging Earlier** in the Sales Cycle

Why it matters:

Late-stage engagement limits influence. By the RFP stage, deals are already largely scoped, sponsored and budgeted – leaving suppliers to respond, rather than shape.

Key challenges

- ! Most teams gain access just six weeks before submission – too late to challenge assumptions or add value.
- ! Executive engagement starts post-tender, not during strategic planning.
- ! Sales and marketing scramble to retrofit messaging into fixed scopes, lowering win rates and creating internal friction.

Solutions

- ✓ **Establish early-warning rituals:** Quarterly ABM planning, deal clinics and CX signal tracking.
- ✓ **Involve marketing upstream:** Thought leadership and value messaging seeded well before bid activity.
- ✓ **Monitor external triggers:** C-suite changes, ESG pledges, digital agendas and M&A activity.

Supporting statistics



Buyers are 70% through the decision-making process before engaging a supplier.

McKinsey



65% of B2B buyers say the vendor's knowledge of the buyer's company and needs is a top reason they choose a supplier

Finance Online

KEY THEME

2. Quantifying Value – Creating **Board-Ready** Business Cases

Why it matters:

CFOs and boards don't buy on belief – they buy on evidence. Business cases must be robust, customer-specific, and tied to measurable financial outcomes. The biggest blocker? Doubt about the **availability or the credibility of the data** to quantify value.

Key challenges

- ! Sellers often rely on anecdotal wins rather than **verifiable outcome-based metrics**.
- ! Finance stakeholders want **hard numbers**: EBIT, TCO, time-to-value – not assumptions or analogies.
- ! **Teams' assumption that they lack the data** to build a credible case when the real issue is identifying and packaging what's already available.
- ! **Value data is scattered** across CS, Ops, Finance and Delivery – hard to find, harder to consolidate under pressure.
- ! Even when the data exists, it's rarely structured for **easy lift into board submissions**.

Solutions

- ✓ **Shift the mindset**: You don't need all the data, just *enough* of the *right data* to tell a story with credibility.
- ✓ **Create modelling assets**: Equip sales teams with templates built on standard assumptions (e.g. industry benchmarks, ESG metrics, retention impact) to provide a customisable solid 'first offer'.
- ✓ **Quantify beyond cost**: Use small data sets to model social value, ESG impact or digital inclusion – non-financial factors that increasingly sway procurement.
- ✓ **Build data 'lifts' early**: Collect baseline performance data during onboarding or delivery to enable future ROI stories (and renewals).
- ✓ **Empower internal champions**: Equip them with calculators, one-pagers and risk framing tools that make the case for you.

Supporting statistics



81% of buyers expect value justification, but **only 32% of vendors deliver**.

IDC



Only 10% of sellers are seen as creating real added value.

Forrester

'We often hear "we don't have the data". But even in a large organisation, you can always find pockets of data. It's about structuring those.' – Stuart Melhuish, Quantico

Real-world proof

National FM Provider + Technology Partner

To tackle inefficiencies across its mobile workforce, a leading FM organisation introduced connected devices. Instead of relying on anecdotal feedback, it modelled job cycle gains using average salary data.

The outcome: a projected **£38k annual productivity gain per field engineer**, substantiating the case with minimal but well-structured data.

National Supermarket Chain + IT Services Provider

Faced with board scrutiny over a large-scale transformation, an IT Services provider built a bespoke business case using internal data on team turnover, ticket resolution, and role overlap for a UK Retail Giant.

The result: a £50M+ impact model directly aligned to board-level KPIs, securing executive buy-in.



KEY THEME

3. Aligning Sales and Marketing – One Story, One Strategy

Why it matters:

Deals can be lost in the gaps, especially when sales and marketing operate in silos. Even strong propositions can collapse under the weight of misalignment. Partnership, not parallel play, is the differentiator.

Key challenges

- ❗ Marketing joins too late, reducing strategic input to asset delivery.
- ❗ Messaging is often built after the scope, not before the need.
- ❗ Misaligned metrics create friction, as marketing chases leads and sales chase revenue.

Solutions

- ✅ **Joint pursuit planning:** Sales, marketing and bid teams collaborate on pursuit strategy not just tactics.
- ✅ **'Value clinics':** Live, informal sessions to shape win themes, stakeholder maps and storytelling angles before messaging is built.
- ✅ **Unified KPIs:** Marketing assessed on pipeline impact; sales on strategic insight deployment.

Supporting statistics



Companies with aligned teams see **208% more revenue from marketing.**

LinkedIn



Aligned GTM teams **improve customer retention by 36%.**

Marketing Profs



CROSS CUTTING THEMES

Strategic Enablers and Systemic Blockers That Shape Every Major Deal

1 Deal strategy is a team sport

Winning high-value deals takes more than a stellar bid team – it demands orchestration across the commercial ecosystem.

Bid success depends on engaging Legal, Ops, Pricing, Delivery and Customer Success in a unified pursuit. Key contributors highlighted the importance of rituals such as joint planning, sprint cadences and win theme workshops which help ensure every voice is heard and aligned.

In one example, a finance stakeholder shared how team engagement from day one built a response where everyone (not just sales and marketing) contributed to the value logic. The result? A commercial narrative that elevated the team from vendor to strategic partner.

2 Governance friction undermines momentum

Multiple participants cited the re-fragmentation of major deals functions at large, complex organisations – where once-centralised, fast-moving teams are now slowed by matrixed ownership and unclear approvals. Even simple internal misalignment (e.g. between bid and delivery teams) leads to duplicated work, missed insight and delays that competitors exploit.

The consensus: create fast-lane pathways for strategic bids using pre-approved frameworks, defined owners and minimal ‘decision drag.’

“If the threads aren’t combined at the centre, you undermine the whole bid.”



Rob Daniel

“Ten years ago, we could mobilise in days. Now it’s weeks of chasing internal alignment.”



Claire Ellis

3 Renewal is the new acquisition

Renewals are no longer passive events – they’re strategic opportunities to re-prove, re-shape and expand value. As Stuart Melhuish noted, the smartest teams treat the renewal cycle as a continuous value journey rather than as a one-time contract moment. That means tracking performance and sentiment from day one, with a rolling ROI model updated quarterly.

One recommended tactic: embed a rolling ROI model, refreshed quarterly, so when the renewal conversation starts, the evidence is already there.

4 Reframing risk through value

When selling security, compliance or transformation deals, the cost of inaction outweighs the price of change. Risk-based deals require a shift from technical specs to financial framing – modelling risk as lost revenue, brand damage or operational disruption. Instead of justifying security spend, one retail CISO asked: ‘Can we afford not to?’ Reframing like this recasts investment as prevention and positions the vendor as a strategic asset rather than as a cost centre.

“You’re not pitching new value – you’re pointing to the value they already banked.”

“Quantifying loss of sales or brand damage is massive. It flips the whole conversation.”



Stuart Melhuish



Key takeaways summary:

- 1 Early influence = strategic advantage:**
Start shaping the conversation before the RFP. Early engagement creates space to define the real problem – not simply respond to someone else’s.
- 2 Quantification wins confidence:**
Boards don’t buy generic ROI. They buy structured, believable models – even simple ones – that link to EBIT, risk, and strategic outcomes.
- 3 One team, one story:**
Winning bids are co-authored. Align win themes across sales, marketing, finance, and delivery – from narrative to commercials.
- 4 Build the renewal from day one:**
Ongoing performance tracking turns renewal into a re-sell opportunity. Capture ROI continuously, not 60 days before expiry.
- 5 Reframe risk as return:**
In ESG, security and change-focused deals, the strongest message is the avoidance of loss. ‘Can you afford not to?’ beats ‘Here’s 10% off.’
- 6 Make it easy to buy:**
Customers need to sell your story internally. Equip them with decision-ready artefacts: tailored, board-liftable, and aligned to internal KPIs.

From conversation to *competitive edge*

This roundtable reaffirmed a core truth we champion at JPC: **Winning the value conversation isn't about doing more – it's about engaging earlier, aligning smarter, and delivering with evidence.**

As buying journeys become more complex, and procurement teams more demanding, the real edge lies not in better product specs, but in:



Building earlier trust



Co-creating genuine business cases



Aligning sales and marketing around what customers truly value

This guide captures the key insights, but impact only starts with action. So, what will you do differently tomorrow?

What's next?

JPC helps ambitious enterprise organisations design and execute smarter, faster, more aligned sales strategies – from first signal to final signature.

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If you're:

- Chasing major opportunities without internal cohesion,
- Struggling to build the business case your customer needs,
- Or looking to repeat success through a scalable deal playbook...

We're ready to help.

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